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**Construction procurement —**  
**Part 1:**  
**Processes, methods and procedures**

*Marchés de construction —*

*Partie 1: Processus, méthodes et procédures*

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 59, *Buildings and civil engineering works*, Subcommittee SC 18, *Construction procurement*.

This second edition cancels and replaces the first edition (ISO 10845-1:2010), which has been technically revised.

The main changes compared to the previous edition are as follows:

- definitions and parts of the text have been revised, updated and aligned with other parts of the ISO 10845 series to ensure consistency in concepts and terms;
- the considerations in the development of a procurement policy and provisions for framework agreements have been expanded;
- provisions for a confined market selection procedure and design competitions have been added;
- the informative annexes relating to best value procurement and adjudication procedures to challenge decisions have been withdrawn;
- informative annexes have been substantially revised and two informative annexes addressing differences between categories of procurement and sustainable procurement in construction works contracts have been added.

A list of all parts in the ISO 10845 series can be found on the ISO website.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

Procurement is the process which creates, manages and fulfils contracts. There are accordingly three phases to the procurement process associated with the delivery and maintenance of construction works, namely:

- a planning phase during which decisions are made as to what, where and when goods and services are required, how the market is to be approached and what is the number, type, nature and timing of the required contracts;
- an acquisition phase during which contracts are entered into following the execution of a selection procedure; and
- a contract management (or contract administration) phase during which compliance with requirements, changes in requirements and risk events which manifest during the execution of contracts are managed.

Procurement activities commence once the need for procurement is identified and end when the transaction is completed. There are six principal activities associated with the procurement process, namely:

- a) establish what is to be procured;
- b) decide on procurement strategies in terms of packaging, contracting and targeting strategy and selection method;
- c) solicit tender offers;
- d) evaluate tender offers;
- e) award contract;
- f) administer contracts and confirm compliance with requirements.

Methods, procedures and operational policies are required to implement these principal activities. There is a finite range of methods and procedures associated with the various procurement sub-processes which can be standardized around a set of system objectives.

This document provides a framework around which public, private and international organizations can develop their procurement systems to achieve fair competition, to reduce the possibilities for abuse and to improve predictability in procurement outcomes. It achieves this through the establishment of standard rules for a wide range of procedures and methods and the limits of discretionary powers in the absence of specific requirements for the management and control of the system. Accordingly, any procurement system developed in terms of this document can be managed and controlled by a range of flexible oversight structures or designated persons. Compliance with the aforementioned system requirements can be readily established by merely auditing processes, procedures and methods for compliance with this document and an organization's procurement policy.

Guidance on the application of certain clauses of this document is provided in [Annex A](#). Differences between categories of procurement are indicated in [Annex B](#). Generic procurement processes are described in [Annex D](#). Guidance is provided on sustainable procurement in construction works contracts ([Annex C](#)), the establishment of a procurement system and the management of procurement processes ([Annex E](#)), standard selection methods ([Annex F](#)) and targeted procurement procedures ([Annex G](#)). Suggested auction data is provided in [Annex H](#).

Standardization, apart from removing technical barriers to trade, enables

- those engaged in procurement activities to perform their duties, within the confines of their organization's procurement policy, in a uniform and generic manner;
- procurement documents to be readily compiled in a uniform and generic manner; and

— curricula to be developed to capacitate those engaged in a range of procurement activities.

Furthermore, it allows governments to readily develop an internal procurement-skills base, which is not lost when members of staff move between different departments or levels of government or organizations.

This document is part of a series of International Standards entitled “construction procurement” which covers various aspects of procurement encountered within the construction industry. Each part of the series relates to a different aspect of procurement. The objective of ISO 10845 (all parts) is to provide a generic and standard set of processes, procedures and methods for a procurement system that is fair, equitable, transparent, competitive and cost-effective and which can be used to promote objectives additional to those associated with the immediate objective of the procurement itself.

ISO 10845 (all parts) is especially relevant for developing countries that lack experience and instruments in this field and can be used to improve international trade.

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